



**STATE OF MONTANA  
MONTANA DEPARTMENT OF TRANSPORTATION  
JOB PROFILE**

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Update

Formal Review

**Date Submitted** \_\_\_\_\_

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**SECTION I - Identification**

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**Working Title:** District Administrator

**Department:** Transportation

**Job Code Number:** 111218

**Division & Bureau:** Great Falls District

**Job Code Title:** Operations Manager

**Pay Band:** 8

**Work Address:**

**Position Number:** 55003

**Phone:**

☒ FLSA Exempt    ☐ ☐ FLSA Non-Exempt    ☐ ☐ Non-Union    ☐ ☐ MPEA    ☐  
☐ Blue Collar

**Profile Completed By:** Mick Johnson, Great Falls District Administrator    **Work Phone:** 454-5887

***Work Unit Mission Statement or Functional Description:***

MDT's Mission is to serve the public by establishing a transportation system that emphasizes safety, environmental preservation, cost effectiveness and quality. District personnel work closely with the contractor, conducting construction surveys, inspecting the work, and monitoring traffic control during highway construction projects. Construction and maintenance are the main responsibilities of the districts, but these functions are supported by other services.

- **Right of Way** personnel appraise and negotiate for property that is needed for new or expanded highways.
- **Engineering Services** personnel design most highways within the district, arrange for relocating utility lines within the right-of-way, determine needs for signals, signs speed zones and other traffic controls, and perform field tests on materials used in construction.
- **Centralized Services** personnel keep records, perform accounting tasks, deal with personnel matters and operate communications systems.
- **Maintenance** of the state's highways is a dual function for district personnel. One function is to preserve the roadway, structures and signs; the other is to provide services that keep traffic moving over the highways each day. One of the most visible maintenance functions is winter snow removal. The upkeep of the roadsides and signs, and responding to natural disasters are other important roles of the district maintenance staff.

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**Describe the Job's Overall Purpose:**

This position is the District Administrator for one of five districts statewide and its subordinate area office(s). The position is responsible for providing executive planning and guidance for MDT operations and services in the assigned District; representing the agency, projects, and initiatives to governmental bodies, industry organizations, the media, and the public; and developing, allocating, and managing the budget, equipment, staff, and other district resources. The position reports to the Deputy Director of the MDT and is responsible for managerial oversight of approximately 300+ FTE employees located throughout the District.

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<b>SECTION II - Major Duties or Responsibilities</b>	<b>% of Time</b>
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|---|------------|
| <b>A. Program Planning and Administration</b> | <b>50%</b> |
|---|------------|
- Provide executive analysis, oversight, and direction of district operations to serve the public by establishing a transportation system that emphasizes safety, environmental preservation, cost effectiveness, and quality.
1. Direct and implement the strategic plan for the District in conjunction with constituents throughout the state. This involves developing planning networks, facilitating meetings, and ensuring that the district has a plan that supports the agency strategic plan and that meets the needs of the district. This requires developing and maintaining relationships with transportation and other leaders in the district (transportation officials, commercial industry representatives, legislators, community leaders, etc.) to ensure the MDT is meeting the needs of the district. Formulate programs to meet the needs outlined in executive plans, continually assess the effectiveness of programs and their impact on the district's transportation system, and determine areas to improve program efficiency and increase services. This involves assessing program utilization and effectiveness; determining program alterations required to improve services; assessing current policies and their impact on program operations; identifying areas impacted by new policies; delegating research assignments; and reviewing policy recommendations of subordinate program managers.
  2. Develop, and administer operational policies and project delivery strategies for the District to ensure administrative and operational objectives are met. This includes administering, interpreting, and explaining policies, rules, regulations, and laws to organizations and individuals under authority of the Transportation Commission or applicable legislation. This involves research and evaluation of construction technology and materials; review of technical papers and manuals; analysis of research reports; and development of construction and engineering projects. Determine the scope and commitment of the State's program based on available funding, available personnel, and the needs of MDT as well as direction provided by studies of highway user groups, customers, and industry. Approve the development and nomination of plans for prioritization of projects, program resources, and FTEs to assure that district service levels and goals are achieved. This includes approving plans, establishing short and long-term program goals, and ensuring policy compliance and quality assurance through continued monitoring.

3. Serve on the Department's Executive Management Team (EMT) and work closely with other department executives (e.g., the Maintenance Administrator, Chief Engineer, and Chief of Staff) to identify common priorities, solve common problems, and obtain common goals. Participate in the creation and implementation of the mission of the agency; and develop and promote the Director and Governor's philosophy through the establishment of long-range planning, re-charting goals and objectives, and providing leadership and direction of all district functions. Under the Director's leadership, the EMT manages the Department, recommends legislation to the Governor and the Legislature, and makes final agency decisions on matters within the Department's scope.
4. Review and analyze legislation, laws, and public policy and recommend changes to promote and support the interests of district constituents. This involves coordinating planning with boards, councils, etc.; formulating the implementation plan for MDT in the district; delegating associated responsibilities; creating district-specific policies and procedures; and developing recommendations to the Montana Legislature or Congressional Delegation if new legislation or statute modification is required.
5. Plan and direct the District's participation in the federal aid and secondary road programs. Federal aid oversight includes developing rules and policies to ensure district compliance with DBE reporting, certified payrolls, contractor certification, and related federal requirements; monitoring compliance with federal requirements; coordinating long-term agency federal aid program planning; and ensuring federal monies are spent on eligible projects to ensure reimbursement and continued state participation in the federal aid program. Secondary road participation requires consideration of local concerns, the laws and rules governing counties and municipalities, leveraging local and state funds with federal funds to meet statewide needs; coordinating the review and standardization of contracted services; etc. These activities require a great deal of negotiation and interaction with county commissioners and other customers to develop standardization and uniformity in statewide program administration.
6. Oversee construction operations and contract administration to ensure effective program delivery and proper utilization of state and federal resources. This includes reviewing work related to all current and future construction projects in terms of accomplishment of program activities; planning the nature, content, and extent of work operations; providing administrative oversight of the highway design process; property management and maintenance protection of all improvements in the district; reviewing and approving negotiations, contracts, and agreements with private businesses, other agencies, and the public; and providing for the continuous monitoring of the condition of roadways and other inter-modal projects in the district (e.g., Pavement and Congestion Management Systems, reviewing accident data, considering public input, etc.).
7. Direct and conduct studies and research, and prepare reports and other publications relating to operational trends and program objectives and accomplishments in the District. This includes consulting with staff and others in government, business, and private organizations to discuss issues, coordinate activities, and resolve problems.
8. Oversee and coordinate the implementation of business, construction, and maintenance process improvements to ensure MDT objectives and project commitments are met

within existing or decreased staff and other resource constraints. This includes implementing new technology or process improvements to increase efficiency (e.g., the implementation of the AASHTO Decision Support System), implementing new methods for bidding processes, and related process improvements (e.g., TCP and P3). Ensure the proper implementation of “end-product” specifications (as opposed to method-based specifications) and quality control processes and requirements to streamline construction processes, implement new business models, foster ingenuity, and to ensure the department remains current with contemporary practices and technology.

9. Develop, review, and recommend implementation strategies for new construction equipment, materials, technology and advancements related to highway engineering, construction, and maintenance activities that may affect current and future projects. This involves assessing administrative (e.g., contract administration and monitoring, staffing, fiscal, etc.), engineering, materials, and economic factors. In addition to past and current practices, the position must assess trends and predict standards and criteria on a long-term basis.
10. Oversee property acquisition/management and utility/railroad relocation activities in the district to ensure agency and public interests are considered and to ensure compliance with state and federal regulations. This includes management of relocation of conflicting utilities, review of right-of-way appraisals, negotiation or condemnation procedures, rent or sale of improvements, and the review of sale of excess land.
11. Direct regulatory activities to interpret and clarify laws and ensure compliance with laws. This includes the administration of environmental, regulatory, and permitting activities in the district to ensure compliance by ensuring environmental documentation and permitting is attained for all projects; coordinating the development of EAs and EISs as needed; and overseeing subordinate staff in setting load limits, issuing special permits, and managing encroachment and access control. Establish practices and procedures for regulatory activities; ensure compliance requirements are met through review of work; and resolve unusual or complex problems for subordinate managers.
12. Provide dispute resolution to resolve complex operational and administrative problems encountered by project managers, program managers, and district staff. This includes consultation, defense, and negotiation with other governmental agencies or public entities; developing public policy strategies and media defenses; and making effective legislation or administrative rule recommendations to reflect technological changes and/or public comment. Integrate district plans with broader agency objectives, develop and assess viable alternatives, and ensure consistent application of MDT policies and procedures within various program functions.
13. Conduct or direct investigations or hearings to resolve complaints and violations of laws. Evaluate findings of investigations, surveys, and studies to formulate policies and techniques, and to recommend improvements for personnel actions, construction and maintenance programs, or business services.
14. Testify in court, before the Transportation Commission, or at review boards and provide information and opinions to the Department's and State of Montana's legal staff as the Department's chief expert and highest level point of contact for district issues. Provide

testimony as the Department's chief expert in legal hearings, court cases and depositions regarding district issues.

- B. Public and Governmental Relations 20%**
- Represent the MDT and District projects/initiatives to governmental and legislative bodies, industry organizations, the media, the public, etc. to recognize, articulate, advocate, and represent the transportation needs and interests of the district, to ensure accurate dissemination of information, and to encourage support and cooperation for district and MDT objectives.
1. Deliver speeches, write articles, and present information for organizations at meetings or conventions to promote services, exchange ideas, and accomplish objectives. This involves defining key aspects of issues, exploring possible approaches and positions, and determining actions and statements regarding issues.
  2. Represent the agency and district with the media. Present factual, accurate information regarding MDT programs, field operations, and projects receiving national attention while representing the MDT in the best light possible and minimizing negative publicity. Develop proactive approaches to dealing with issues and events in the district that may have a negative impact on MDT programs or projects.
  3. Provide expert opinions and respond on behalf of the Department to proposed state and federal regulations and legislation affecting the district (e.g. Highway 93, US 2, Marysville, etc.). Provide feedback that constitutes the State of Montana's formal position; testify as needed or as requested; and work with members of the Legislature and Congress and peers within state and local agencies to identify, address and solve complex, highly controversial, and sensitive issues and problems. Serve as the State of Montana's expert and point of contact for peers in state and federal agencies and members of the Montana Legislature regarding district operational issues.
  4. Plan, promote, organize, and coordinate public community service programs (e.g., the Adopt-a-Highway Program, Work Zone Safety Programs, Engineering Institute, etc.) and maintain cooperative working relationships among public and agency participants. This includes participating in activities to promote initiatives and expand services, and providing technical assistance to subordinates in conducting of conferences, seminars, and workshops.
  5. Direct, coordinate, and conduct intergovernmental relations between Montana State Government, local government, and foreign entities (e.g., Canadian Provinces) to provide information to promote international interest and harmony.
  6. Maintain liaison with the Federal Highway Administration, other MDT divisions, and state, local, and tribal agencies. This involves exchanging information to gain cooperation, coordinate activities, explain projects, and resolve conflicts including engineering advice, interpreting statutes and regulations, developing memoranda of understanding, negotiating the use of staff and other resources, and coordinating and directing cooperative projects.

7. Communicate with, and respond to district issues brought forth by, state and United States legislative representatives throughout the year. The incumbent is the point of contact for addressing and resolving conflicts that may arise in the district, as well as issues with long-term statewide impacts.
8. Participate in legislative subcommittee, advisory council, and Transportation Commission meetings to interact with them in sensitive, adversarial, and emotion-charged situations to garnish support for MDT's position, debate and defend MDT's position and to persuade and negotiate on MDT's behalf. Work within the unique environment of each board, council, etc., to present, defend and negotiate on MDT's behalf and to further MDT's position. Utilize extensive knowledge of the issues and ability to persuade and articulate on MDT's behalf to foster action that results in an official decision, mandate, recommendation, or policy.

**C. District Resource Administration 15%**

Develop, allocate, manage the budget, equipment, and other resources (e.g. information systems) of the District to ensure the state and federal resources are used in the most cost-effective and efficient manner possible, and to ensure District compliance with state and federal regulations and the agency mission.

1. Coordinate the development of the District budget request to the Office of Budget and Program Planning (OBPP) and the legislature through knowledge of program needs; reviewing allocations, expenditures and determining major issues pertaining to compliance with laws, rules and regulations; district capabilities and limitations; the executive planning process; and the legislative appropriations process. Defend and explain the district budget in reviews by the EMT, OBPP, Legislative Fiscal Division, and in testimony throughout the legislative appropriations procedure.
2. Facilitating resolution of budget discrepancies, and making interpretations of all district budget items.
3. Monitor district budgets, project financing activities, budget projections, and performance indicators to ensure program efficiency and to take corrective action as needed to ensure budget solvency; and approve or denies special budget requests and exigencies. Monitor district expenditures to ensure the money is allocated as designated and to track overall funding levels through review of accounting reports and approval of expenditures. Ensure program compliance with agency, state, and federal laws, regulations, and policies for the use of funds.
4. Oversee business and construction process reviews, analyses, and feasibility studies to determine the most effective and cost-efficient methods to enhance and modify existing processes. This includes meeting with staff; planning and directing process reviews; determining operational, staff, and equipment requirements for potential enhancements or modifications; and assessing cost, staff time, and available resources to ensure that enhancements and modifications are feasible.
5. Administer contracts and agreements with federal and state agencies, private businesses, and other organizations to ensure compliance with state laws and regulations, and ensure efficient and quality service delivery in conformance with

division policies and objectives. This involves ensuring compliance of bidding and selection procedures, reviewing and approving contracted activities and expenditures, negotiating terms, resolving difficult and complex problems, mediating disputes, and acting as the final authority on issues such as entering major contracts or terminating contracted services.

6. Determine and fulfill equipment procurement and capital asset inventory planning and management needs of the district including responsibility for developing specifications, ensuring compliance to department procurement and inventory management practices, developing EPP budget justifications and submitting requests to Helena for submission to the legislature, and integrating equipment into district practices to ensure maximization of agency resources. Develop approaches and strategies for securing and tracking the equipment, supplies, and facilities needed to accomplish district responsibilities.
7. Maintain, review, and submit reports and documentation concerning activities, expenses, budget, and other items affecting district business or program services. This includes establishing and maintaining comprehensive and current record keeping systems of activities and operational procedures in the business office to maintain information needed for planning and management decisions and to ensure compliance with state and federal project documentation requirements.

**D. Staff Management**

**10%**

Manage approximately 300+ FTE in the District including Engineering Services, Construction, Right-of-Way, Central Services, and Maintenance programs.

1. Supervise managerial staff and indirectly manage the professional and technical staff of the District by reviewing and revising overall bureau work plans, priorities, and procedures, and monitoring progress through meetings and consultations. Conduct staff meetings, disseminate data, and promote information exchange to support and advance district and MDT goals.
2. Establish and approve overall responsibilities, organizational structures, and allocation of positions within programs and sections of the district. Review and approve or deny requests for additional personnel. Implement recommended rotational assignments to develop versatility and cross-training among personnel in the division.
3. Determine training needs of district staff through analysis of program effectiveness, new technology and policies, recommendations from subordinate managers, and staff performance. Oversee the provision of training through subordinate managers and supervisors, personnel specialists, training offices, or outside consultants to ensure modern technology and the latest project delivery and quality assurance methods are used. Ensure consistency in the application of training opportunities for all district staff.
4. Identify staffing needs, recruit, and hire employees. This involves ensuring compliance with state and federal employment and civil rights law throughout the hiring process, assigning personnel screening and selection committees, reviewing results and making final determinations for hiring, and ensuring proper training and orientation of new employees.

5. Develop and implement district workforce development, staffing, succession planning, career ladder, and professional development plans, policies, and systems to ensure adequate staffing, expertise and skills are available to meet current and future agency business needs in the district, to provide employee development and advancement opportunities, and to enhance district recruitment and retention efforts. This includes identifying and documenting critical technical and behavioral competencies, developing performance and competency management and evaluation tools and systems, establishing advancement criteria, creating and implementing cross-training and professional development opportunities for staff, and related staffing and employee development activities.
6. Evaluate the performance of all positions directly supervised and complete performance evaluations; and review the work of positions indirectly supervised through assessment of performance evaluations prepared by subordinate managers. Implement and monitor corrective action including discipline and termination. Enforce discipline policies to ensure consistency in application of disciplinary action. Maintain records, prepare reports, and compose correspondence associated with performance evaluations.
7. Provide leadership, role modeling, and mentoring opportunities to direct and coordinate the activities of staff in district programs through subordinate managers to ensure continuing operations, maximize returns on investments, and increase productivity including implementing and monitoring corrective action plans to solve problems.
8. Actively participate in union contract negotiations and labor relations, and facilitate problem resolution and negotiations for contract issues as they arise. The position is the state's contact for district programs. Ensure that program staff complies with contract, state and departmental personnel rules, regulations, and policies. Resolve grievances at the lowest level when possible.

**E. Other Duties as Assigned**

**5%**

Perform a variety of other executive, administrative, project management, and public relations activities as assigned by the Chief of Staff and in support of MDT mission and division objectives.

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***The following duties and/or specific tasks listed under section II above are considered "essential functions" because they require specialized expertise and skill and are the primary reasons the job exists (they must be performed by this position with or without accommodations):*** Duties A – Program Planning and Administration; B – Governmental and Public Relations; C – District Resource Administration; and D - Staff Management are considered essential functions because they require specialized expertise and are the reasons the job exists. The following mental and physical demands are associated with these essential functions:

- Light lifting (less than 10 lbs.)
- Carry light items (papers, books, small parts)
- Remaining seated for extended periods of time, with occasional walking; standing; bending
- Extensive travel within the state to project locations, and out of state travel by airline to national conferences and meetings.



- Operating a personal computer
- Communicate in writing, in person and over the phone
- Exposure to extreme weather conditions
- Extended periods of walking and standing,
- Mediating conflicts between irate and often hostile parties such as contractors, the public, and employees;
- Making significant decisions which affect public health and safety, often in critical situations (e.g., natural disasters).
- Ability to multi-task
- Making decisions in a timely manner so as to not have a negative effect on construction operations.
- Demands for accuracy in all aspects of work
- Ability to meet inflexible deadlines
- Decision making that affects public health and safety
- Complex mathematics including statistical analysis
- Comparing data
- Compiling information, Analyzing, Coordinating, Synthesizing, Negotiating, Instructing.

**Does this position supervise others?**    ☒ Yes    ☐ ☐ No

**Attach an Organizational Chart.**

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***SECTION III - Minimum Qualifications - List minimum requirements for the first day of work.***

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**Critical knowledge and skills required for this position:**

**KNOWLEDGE:**

The position requires knowledge of the concepts and theories of civil engineering, mathematics, the physical sciences, public administration, personnel and fiscal management, organizational theory, federal and state law and precedent, program planning and evaluation, and governmental, legislative, and public relations. The position requires a comprehensive knowledge of environmental engineering; program management; applied research methods and techniques; contract administration principles; contract law and claims management; engineering policy; and construction safety practices. The position also requires knowledge of highway economic, safety, and efficiency issues; Engineering and Maintenance Division objectives; project planning; state, federal, AASHTO, and FHWA standards; project specifications; the Montana Materials Manual, Montana Construction Manual and Standard Specifications for Road and Bridge Design; highway construction methods and techniques; transportation planning, and design; field applications of highway engineering and construction; environmental rules and regulations; project management and documentation; construction methods and practices; and organizational theory, employment law, program requirements, collective bargaining agreements, labor relations, and personnel management practices and techniques.

**SKILLS:**

The position requires skill in budgeting, management, and supervision of a large, complex work unit; communication; project implementation; and developing and administering a variety of diverse programs and functions.

**Behaviors required to perform these duties:**

See MDT Core Behaviors

- **Leadership:** Provides clear directions, technical assistance, and guidance to field Maintenance staff and Maintenance Reviewers to ensure effective operations and project activities. Motivates staff to achieve common objectives. Appropriately delegates responsibilities to competent staff.
- **Analytical/Interpretive Thinking:** Accurately applies general business administration practices, engineering standards and contract requirements to specific circumstances.
- **Decision Making:** Evaluates multiple and ambiguous factors to resolve problems. Develops technically and legally defensible courses of action in response to project deficiencies.
- **Communication:** Translates technical information to audiences of varied technical levels. Negotiates specific terms and conditions of contracts, corrective actions, and other agreements.
- **Independence of Action:** Determines appropriate responses to engineering/contract problems and deficiencies with minimal assistance or precedent.

**Education:**

Check the one box indicating minimum education requirements for this position for a new employee the first day of work:

- |  |   |
|--|---|
| <input type="checkbox"/> <input type="checkbox"/> No education required                | <input type="checkbox"/> <input type="checkbox"/> Related AAS/2-years college/vocational training |
| <input type="checkbox"/> <input type="checkbox"/> High school diploma or equivalent    | <input checked="" type="checkbox"/> Related Bachelor's Degree                                     |
| <input type="checkbox"/> <input type="checkbox"/> 1-year related college/voc. training | <input type="checkbox"/> <input type="checkbox"/> Related Master's degree                         |

**Please specify the acceptable fields of study:**

Civil engineering or a related field such as Construction Engineering Technology, Business Administration, or Public Administration.

**Other education, training, certification, or licensing required (specify):** P.E. is preferred.

**Experience:**

Check the one box indicating minimum work-related experience requirements for this position for a new employee the first day of work:

- |  |  |
|--|--|
| <input type="checkbox"/> <input type="checkbox"/> No prior experience required | <input type="checkbox"/> <input type="checkbox"/> 3 years            |
| <input type="checkbox"/> <input type="checkbox"/> 1 year                       | <input type="checkbox"/> <input type="checkbox"/> 4 to 5 years       |
| <input type="checkbox"/> <input type="checkbox"/> 2 years                      | <input checked="" type="checkbox"/> <input type="checkbox"/> 6 years |

**Other specific experience (optional):**

Six (6) years progressively responsible experience in the transportation field including experience with highway construction, maintenance, materials, bridge and road construction, project management, and contracting; and including four (4) years of progressively responsible program management and supervisory experience.

**Alternative Qualifications:**

This agency will accept alternative methods of obtaining necessary qualifications.

- ☒ Yes ☐ ☐ No

**Alternative qualifications include:**

Required related experience may be substituted on a case by case basis for exp/education, but this position requires 4 years experience in a management capacity.

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***SECTION IV – Other Important Job Information***

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|---|---|
| <input type="checkbox"/> <input type="checkbox"/> Fingerprint check | <input checked="" type="checkbox"/> <input type="checkbox"/> Valid driver's license |
| <input type="checkbox"/> <input type="checkbox"/> Background check  | <input type="checkbox"/> <input type="checkbox"/> Other; Describe                   |

Other information: Predominant work involves extensive travel throughout the state (in excess of 25,000 miles annually) to attend meetings, provide project oversight, and perform related fieldwork as required. Travel demands often involve overnight stays up to several nights in duration. The position often requires significant overtime to accomplish the goals and objectives of the agency.

Predominant duties related to on-site direction of projects are performed at construction sites and emergency/disaster incidents. This work requires knowledge of safety protocols and special precautions including the use of personal protection clothing and devices, and close attention to construction site safety practices and requirements.

The position also involves conditions and demands associated with mediating conflicts between irate and often hostile parties such as contractors, the public, and employees; and with making significant decisions which affect public health and safety, often in critical situations (e.g., natural disasters).

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**SECTION V – Signatures**

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Signature indicates this statement is accurate and complete.

***Employee:***

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

***Immediate Supervisor:***

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

***Bureau Chief:***

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

***Division/District Administrator:***

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

***Department Designee:***

Human Resources Administrator  
Human Resources Division

Signature: \_\_\_\_\_ Date: \_\_\_\_\_